



**INSTRUCTIONS FOR PREPARATION
OF THE
INTEGRATION DECISION PAPER (IDP)
TO SUPPORT
MIGRATION SYSTEM SELECTION**

**Center for Integration and Interoperability
Defense Information Systems Agency**

22 February 1994

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INTRODUCTION

Purpose

In his memorandum of 13 October 1993, the Deputy Secretary of Defense directed functional managers to select migration information systems and to develop plans to transition all information technology services to the migration systems. Migration plans have been given the title Integration Decision Paper (IDP).

To support this requirement, the Defense Information Systems Agency (DISA) has developed an IDP format that will facilitate the analysis and selection of migration systems. The use of this format will also support related management requirements:

- The resource data developed for the migration system solution will be reusable in other economic analyses, such as those performed as part of a functional process improvement effort.
- Once a migration decision is made, the data in the IDP can be used to monitor the programs and budgets subsequently submitted by the Military Departments and Defense Agencies.

General

The IDP format is described and explained in a set of three documents:

- A template that can be used as a shell for the preparation of IDPs.
- These instructions, which provide step-by-step guidance and amplifying information for use of the template.
- A sample IDP that has been prepared using the template.

All three documents are provided as electronic files in WordPerfect 5.x for DOS format. In addition, the sample IDP and instructions are provided in hard copy.

DISA has also provided an IDP preparation tool as part of the DIST (Defense Integration Support Tools) tool set. The DIST can be viewed as a source for some of the detailed data to support analyses that are summarized in the IDP. The DIST IDP tool can be used to automatically populate some of the schedules contained in the IDP template. The instructions identify the schedules that can be supported by the DIST IDP tool.

Using the IDP Template

The template has been developed to serve as a guide to the contents that are expected in the IDP. While some variations from the format may be required, each IDP should present a sound technical and economic rationale for the proposed migration system, identify key migration milestones, and address appropriate issues and concerns.

In using the template to prepare an IDP, it is recommended that IDP files be saved with new file names so that the original template remains unchanged and can be reused as often as necessary. IDPs may be submitted in electronic format.

Where to Get Help

Assistance is available from a number of sources:

- For general information regarding business process reengineering¹ and other aspects of the Corporate Information Management (CIM) initiative, call the CIM Hotline at 1-800-TELL-CIM (1-800-835-5246).
- For assistance in preparing the IDP, to include making use of the DIST IDP tool, contact the appropriate DISA Integration Manager at the Center for Integration and Interoperability (CFI&I). Integration Managers are designated for each functional activity.
- For assistance in identifying the Integration Manager for a specific functional activity, contact CFI&I at 703-756-7802.

Structure of the IDP

The IDP begins with an Executive Summary, followed by a Main Body that comprises several sections. These instructions are keyed to the paragraph numbers and schedules in the IDP template and sample. (Instructions are not provided for brief narrative paragraphs that serve merely to introduce schedules.)

¹ Business process reengineering is synonymous with functional process improvement.

Resource Data

Several IDP schedules and figures contain projected cost data. All dollar amounts should be shown in constant FY94 dollars. Amounts may be shown in millions or thousands, as appropriate for each display. Each schedule or figure should indicate whether dollar amounts are in millions or thousands.

Some cost data appear on more than one schedule or figure. Care should be taken to ensure that data are consistent from display to display within the IDP. These "shared data" situations are summarized in Table 1. Each "x" in the table indicates a situation where cost data from one display should be consistent with data on another display. (Table 1 does not address schedules that contain only high-level totals.) Use of the DIST to prepare IDP schedules will facilitate data consistency.

Table 1 - Crosswalk Table for IDP Resource Data

	Figure ES-2	Sched 5	Sched 6	Sched 7	Sched 13
Figure ES-2		X	X		X
Sched 5	X		X		
Sched 6	X	X		X	X
Sched 7			X		
Sched 13	X		X		

Disclaimer

The costs, schedules, and other data contained in the sample are for illustrative purposes only, and are not intended to represent actual data for any specific functional activity. Every effort has been made to ensure that the data in the sample are internally consistent.

INSTRUCTIONS FOR THE EXECUTIVE SUMMARY

Purpose and Description

The Executive Summary should identify the proposed migration system and provide a succinct summary of the supporting rationale. The Executive Summary must address the requirements enumerated in Schedule 8 in the Main Body of the IDP.

The Executive Summary should include two graphics:

- A Gantt chart (Figure ES-1 in the sample IDP) that shows the key milestones required to achieve migration to the selected system. The actions and milestones shown on this Gantt chart should be limited to those that are of interest to senior managers. The intent is to provide a snapshot showing that essential actions are scheduled within acceptable and reasonable timeframes. A more detailed milestone plan is contained in Schedule 15 of the Main Body of the IDP.
- A graph (Figure ES-2 in the sample) that plots the projected annual costs of the baseline environment and the projected annual costs of the proposed migration solution. The data for this graph can be derived from Schedule 6 in the Main Body of the IDP. Import or cut and paste the graph into the IDP.

INSTRUCTIONS FOR THE MAIN BODY

Section 1: Migration Goals

This section describes the status of goals and performance measures for the functional area and functional activity, and presents the goals for the migration system.

This information is addressed in the context of the IDP in order to support the requirements of the Government Performance and Results Act and Performance Budgeting, which are targeted for full implementation in 1997. The Department will be required to capture performance information for all of its programs at that time.

Paragraph 1.1: Strategic Plans

This paragraph should address the status of strategic plans for the entire functional activity, not just for its automated information system (AIS) aspects. Place a check mark or "x" on the appropriate line or type the appropriate text. If the second or third item is applicable, replace the blank line with the name or description of the document that contains strategic plans.

Paragraph 1.2: Performance Measures and Targets

This paragraph should address the status of performance measures and targets for the entire functional activity, not just for its AIS aspects. Place a check mark or "x" on the appropriate line or type the appropriate text. Depending on which item is applicable, replace the blank line with either the appropriate date or with the name or description of the document that contains performance measures and targets.

Paragraph 1.3: Near-Term Goals (1-3 years)

Briefly state the major goals for the migration system over the next one to three years.

Paragraph 1.4: Long-Term Goals (4-7 years)

Briefly state the major goals for the migration system over the next four to seven years.

Section 2: Baseline Environment

This section of the IDP should contain a summary of the baseline environment for which the migration plan is being proposed. The purpose of this information is to enable the appropriate approval authorities to review the proposed migration plan within the overall baseline environment context. It should characterize the baseline environment in terms of those attributes that are considered by the functional and technical managers of the functional activity to be the most important or the most representative of the baseline environment.

Paragraph 2.1: Baseline Environment

Provide a one- or two-paragraph narrative description of the systems supporting the functional activity.

Schedule 1: Baseline Workload Data

These instructions also apply to the preparation of Schedule 9.

The sample shows workload data for the baseline systems supporting a hypothetical functional activity. Since workload factors will of necessity be unique to each function, column headings should be the appropriate workload indicators for each functional activity. In all cases this schedule should include the columns for Application, Annual Cost, and Average Cost.

The DIST can support preparation of some of the data in this schedule.

For this schedule and all others that address the baseline environment, add or delete rows in the schedule to account for all legacy systems or applications.

Schedule 2: Legacy Applications

These instructions also apply to the preparation of Schedule 10.

Provide the requested information for each legacy application. Table 2 explains each of the requested data elements. If you believe other attributes of the legacy applications are also important, particularly with respect to the proposed migration system, you may add or substitute these other attributes as appropriate. The DIST IDP tool will provide the items marked with an asterisk (*).

Table 2 - Data Elements for Application Attributes

Item	Meaning	Data Entry
Size (SLOC)	Source lines of code	Number in thousands
*Program languages	Primary development programming languages for the application	Use numbers in the table to identify the languages. Include a footnote that "decodes" the numbers.
*Security level	Security classification of the application	Use the following letters T: Top secret S: Secret C: Confidential U: Unclassified
File structure	File structure	Flat or relational
*DBMS vendor	Name of database management system software	Name of specific package
*DBMS interface	Name of database	Name of specific package
*Processing type	Processing mode(s)	Use letters in the table to identify the type of processing. Include a footnote that "decodes" the letters.

Schedule 3: Baseline Technical Infrastructure

These instructions also apply to the preparation of Schedule 11.

Provide the requested information for each legacy application. The following table explains each of the requested data elements. If other attributes of the legacy applications are also important, particularly with respect to the proposed migration system, these may be added or substituted as appropriate. The DIST IDP tool will provide the items marked with an asterisk (*), and will provide information regarding the name of the sites at which the legacy infrastructure is installed.

Table 3 - Data Elements for Technical Infrastructure

Item	Meaning	Data Entry
*Processor	Processor on which the legacy application is housed	Manufacturer, series and model
*Operating System	Operating system installed	Name of operating system
*DASD Size (GB)	Capacity of direct access storage device or other mass storage	Storage capacity in gigabytes
Tape Drives	Number of tape drives	Number
*Number of IPCs	Information processing centers associated with the application	Number
*Communications	Communications hardware or software	Manufacturer, series, model, software name, etc.

Schedule 4: Technical Comparison of Legacy Applications

This schedule is produced by the DIST Migration Assessment Tool (MAT). The MAT will evaluate applications individually by using a multiple-choice checklist and then rank them relative to each other. The DIST will use the information available in the database to automatically create this schedule.

DISA's Center for Integration and Interoperability (CFI&I) can provide this schedule. Functional managers are encouraged to obtain the schedule by contacting the appropriate CFI&I Integration Manager. Including this schedule in the IDP will help to expedite the subsequent analysis of the proposed migration system.

Paragraph 3.2: Alternatives Identification

Provide a narrative statement of the alternatives that were considered as migration system candidates.

Paragraph 3.3: Functional and Operational Description of Each Alternative

Briefly describe the migration system alternatives.

Schedule 5: Baseline IT Costs

Enter the costs for each of the baseline systems or applications. These costs should include both operating and investment costs. These cost data can be derived by taking total costs from the more detailed cost element structure presented in the Functional Economic Analysis Model (FEAM). Reference 6 provides a detailed explanation of the FEAM.²

Schedule 6: Comparison of Annual IT Costs

In Schedule 6, enter the annual investment and operating costs for the baseline environment and for each of the alternatives. Add or delete rows as necessary to account for each alternative; note that each alternative requires four rows.

The definition of investment is based on the definition of development and modernization that applies to preparation of the Information Technology Budget (Budget Exhibit 43). Investment cost is defined as the cost associated with any change or modification that results in improved capability or performance. This definition does not include improved capability or performance that is achieved as a by-product of routine replacement.

By default, operations cost is defined as all costs that are not investment costs.

Schedule 7: Annual Cost Reductions and Economic Analysis Factors

All the entries in Schedule 7 are computed using data contained in Schedule 6. The following paragraphs explain the calculations.

The annual cost comparison for each alternative for each year is computed by subtracting the total cost of the alternative from the total cost of the baseline environment. Cost increases over the baseline will show as negative numbers, while cost reductions below the baseline level will show as positive numbers.

The next two columns of Schedule 7 provide simplified return on investment (ROI)³ calculations for each alternative. This simplified ROI determines the reduction in annual costs associated with an alternative and divides it by the investment cost for that alternative. This ROI is computed for both four- and seven-year periods. To demonstrate the calculations, here are the details for the ROIs for Alternative 1:

² See Appendix A for a complete list of references.

³ This calculation is not a true ROI, but rather is the savings-to-investment ratio.

4-Year ROI covers from 1994 to three years into the future (1994-1997)

Total baseline cost, 1994-1997	144	
Total alternative cost, 1994-1997	<u>110</u>	
Total cost reduction		34

Investment for alternative, 1994-1997	6	
---------------------------------------	---	--

$$\text{ROI} = 34 \div 6 = 5.7:1$$

7-Year ROI covers from 1994 to six years into the future (1994-2000)

Total baseline cost, 1994-2000	252	
Total alternative cost, 1994-2000	<u>149</u>	
Total cost reduction		103

Investment for alternative, 1994-2000	6	
---------------------------------------	---	--

$$\text{ROI} = 103 \div 6 = 17.2:1$$

The final column of Schedule 7 provides the payback period for each alternative. Payback period is the amount of time it will take for the reduced level of projected *operations* costs to enable the recoupment or "payback" of the investment associated with the alternative. The calculation for Alternative 1 is as follows:

Total investment for alternative	6	
Paid back in 1994 (= 36 - 36)	0	
Paid back in 1995 (= 36 - 30)	<u>6</u>	
Cumulative payback through 1995	6	
Payback period	1.0 years	

Since the investment begins in 1994, and since the payback is complete one year later at the end of 1995, the payback period is 1.0 years.

Paragraph 5.1: Migration Selection

Provide a narrative statement of the proposed migration system and introduce Schedule 8.

Schedule 8: Migration Decision Considerations

This schedule addresses the major criteria used to guide selection of the migration system.

For the considerations shown in the sample IDP, the first two columns of this schedule are prescribed as indicated in Table 4. Functional managers should focus on completing the third column of the schedule, which projects the extent to which the proposed migration system will achieve the established targets.

Table 4 - Sources for Evaluation Criteria

Consideration	Established By
Single information system	Reference 3
Standardize functional data	References 1, 3
Reduce information system cost	Reference 3
Use DoD standard technical architecture	Reference 1
Economic analysis results (ROI, payback period)	Pending
Use Defense Information Infrastructure	Reference 1

Additional evaluation considerations may be added, but the considerations shown in the schedule should be addressed as a minimum. The second column contains the target or objective achievement that has been established for each of the considerations. For example, reference 3 established the objective of a single system for each functional activity within three years, or by 31 March 1997. In cases where no specific target or objective has been established, the entry in column 2 will be blank or "N/A" (not applicable).

Schedule 9: Migration Workload Data

This schedule reflects workload data for the proposed migration system.

Refer to the instructions for the preparation of Schedule 1.

Since the IDP addresses only the selection of a migration system and not the redesign or reengineering of functional activities, it is possible that migration workload will be the same as the baseline workload.

Since the proposal is expected to call for migration to a single system, there should be no need to add rows to this schedule or to others that address the migration environment.

Schedule 10: Migration Applications

Refer to the instructions for Schedule 2.

Schedule 11: Migration Technical Infrastructure

Refer to the instructions for Schedule 3

Schedule 12: Migration OSE Compliance

Use this schedule to reflect compliance with DoD's Open System Environment (OSE) requirements. The schedule and the accompanying narrative should address any significant shortcomings in OSE compliance.

For definitions of the terms used in Schedule 12, refer to the Technical Architecture Framework for Information Management, Volume 2, Table 3-1. (This volume is also referred to as the Technical Reference Model and Standards Profile Summary.)

The first three columns of this schedule identify key OSE standards, and should not be changed. In the fourth column, indicate whether the migration system currently meets each standard. This schedule addresses only the migration system, and does not address remaining legacy systems in the baseline environment. In the final column, indicate the fiscal year by which the migration system is projected to comply with each standard. If compliance is not planned, enter "N/A." Note that this column should reflect plans for the migration system, not for the target system envisioned for the functional activity.

Schedule 13: Projected Costs for Selected Migration Solution

The main portion of Schedule 13 is a further decomposition of the cost of the proposed migration solution that appeared in Schedule 6.

Each of the two major categories—investment and operations—is decomposed into sub-categories of Defense Information Infrastructure (DII) and Automated Information System (AIS). These categories are based on the information technology reporting requirements that are being developed for the upcoming submission of the Program Objective Memorandums (POMs) by the Military Departments and Defense Agencies. DII costs will be captured in the POM G-1 series of exhibits, and AIS costs will be captured in the POM G-2 series. Developing migration system costs in these categories for the IDP will help evaluate the sufficiency of POM resource requests to support OSD functional managers' requirements.

These sub-categories are based on the following emerging definitions. These definitions are expected to evolve over time.

- **DII.** The transparent communications platform for all DoD information. It is a shared or interconnected system of computers (megacenters, terminals, servers, etc); communications (gateways, hardware, software, leased facilities, LANs, WANs, etc); data (directories, repositories, post offices, etc); system-wide utility applications; security; people; training; and other support structure.
- **AIS.** All elements of information systems that are not included in the DII. This includes, but is not limited to: design, development, fielding, and maintenance of user software and related information.

Based on these definitions, allocate the total cost of the migration solution to the elements shown on Schedule 13.

The final portion of Schedule 13 calls for "CIM investment" costs. These are the costs, within the functional activity, associated with managing the various non-IT aspects of the CIM initiative. This includes, but is not limited to, such efforts as data standardization and business process reengineering (modeling, technical support, workshops, activity-based costing, performance analysis, benchmarking, etc.).

Schedule 14: Migration Path and Timing

Use this schedule to portray the timeline for migration of legacy applications. Add or delete rows to this schedule as necessary to account for all legacy applications. Use the columns to indicate when each application was placed in service and when its transition to the migration system is projected to be complete (i.e., the last operational date for the legacy application). In the last column, indicate the name of the migration system, amplified if applicable by the name of a specific application within the overall migration system.

The last row of this schedule can be used to show projected dates for transition to the eventual target system

If migration cannot be completed within three years, a migration "tree" diagram must be provided to indicate when migration will be completed. CFI&I can provide tree diagrams for many functional activities.

Schedule 15: Action Plan

Refer to the instructions for the Gantt chart in the Executive Summary.

Schedule 15 provides the data upon which the Gantt chart is produced. The schedule gives visibility to milestones that will support cost analysis and risk analysis. For each action entered on this schedule, list the month and fiscal year of the projected start and completion dates, and add comments as appropriate.

Paragraph 7.1: Risk Assessment

This paragraph should address the status of risk assessment for the proposed migration system. Place a check mark or "x" on the appropriate line or type the appropriate text. Depending on which item is applicable, replace the blank line with either the appropriate date or with the name or description of the document that contains the risk assessment.

Paragraph 7.2: Major Risk Area Identification thru Paragraph 8.4: Other Issues and Concerns

For each area, provide a narrative analysis of the risks, issues, and concerns associated with the proposed migration solution, and discuss approaches that might be appropriate for addressing these matters.

For these sections dealing with risks, issues, and concerns, the IDP need not be an exhaustive presentation of all factors bearing on selection of the migration system. The IDP is intended to address matters of interest to DoD senior management and to the functional managers one or two levels below top management. Other documents, such as the Tactical Integration Plan, will address migration planning and implementation in much greater detail.

APPENDIX A - REFERENCES

The following documents address the DoD Corporate Information Management (CIM) initiative and various topics associated with IDPs:

- 1 DoD Directive 8000.1, Defense Information Management (IM) Program, 27 October 1992.
- 2 •Draft DoD 8020.1-M, Functional Process Improvement, 5 August 1992, and change 1, 15 January 1993.
- 3 DEPSECDEF memo: Accelerated Implementation of Migration Systems, Data Standards, and Process Improvement; 13 October 1993.
- 4 ASD (C3I) memo: Selection of Migration Systems, 12 November 1993.
- 5 The Functional Economic Analysis (FEA) Guidebook, 15 January 1993.
- 6 The FEA Model and accompanying User's Manual, Version 3.0; December 1993.
- 7 Integration Checklist for Migration Assessment, Version 2.1, 15 September 1993.
- 8 Migration Strategy, 16 November 1993.
- 9 Tactical Integration Plan, Version 1.0, 16 November 1993.
- 10 DoD Information Integration Strategy "Tree" Diagrams, September 1993.
- 11 An Introduction to the Defense Integration Support Tools, January 1994.
- 12 The Technical Architecture Framework for Information Management (TAFIM), November 1993.

The above references may be obtained from the following sources:

	To obtain	Contact
Memorandums	CIM Hotline: 1-800-TELL-CIM	(1-800-835-5246)
Directive, manuals, guidebooks	Defense Technical Information Center:	1-800-CAL-DTIC (1-800-225-3842)
References 7 thru 12	CFI&I Integration Managers	

Executive Summary

Migration System Selection

Implementation Plan

Figure ES - 1, Action Plan GANTT Chart

Activity	FY94	FY95	FY96	FY97	FY98	FY99	FY00
Select System							
Transition to Migration System							
Consolidate Support							
Add Performance Capture Data							
Develop Functional Data Model							
Standardize Data Elements							
Implement in the Migration System							
Do Cross-Functional Integration							
Develop Performance Measures							
Develop Functional Process Improvement Plan							
Update Migration Systems							

Economic Analysis

Financial Impacts

Section One: Migration Goals

1.1 Strategic Plans

1.2 Performance Measures and Targets

1.3 Near-Term Goals (1-3 years)

1.4 Long-Term Goals (4-7 years)

Section Two: Baseline Environment

2.1 Baseline Environment

2.2 Baseline Workload Data

Schedule 1 - Baseline Workload Data

Application	Annual Cost (Direct FY94 \$M)	Supported Population	App. Size (% of Processes Supported)	Workload Unit Information			
				Average/ Day	Peak	Total/Year	Average Cost/Unit
System Alpha							
System Beta							
System Charlie							
System Delta							
System Epsilon							
Other							
Total							

2.3 Legacy Applications

Schedule 2 - Legacy Applications

Application	Size (SLOC)	Program Languages*	Security Level	File Structure	DBMS Vendor	DBMS Interface	Processing Types **
Sytem Alpha							
System Beta							
System Charlie							
System Delta							
System Epsilon							

Notes:

[* Programming Languages Include: 1 - Ada; 2 - COBOL; 3 - NATURAL; 4 - Data Query; 5 - MASM; 6 - Assembly
 ** Processing Types Include: A - On-line Update, B - Batch Update, C - On-line Query, D - Batch Query]

2.4 Baseline Technical Infrastructure.

Schedule 3 - Baseline Technical Infrastructure

Application	Processor	Operating System	DASD Size (Gigabytes)	Tape Drives	Number of IPCs	Communications
System Alpha						
System Beta						
System Charlie						
System Delta						
System Epsilon						

Section Three: Technical Assessment of Migration Alternatives

3.1 Technical Comparison of Legacy Applications.

Schedule 4 - Technical Comparison of Legacy Applications

Alternative	Percent Score					Ranking
	Total	Functional	Technical	Data Handling	Programmatic	
System Alpha						
System Beta						
System Charlie						
System Delta						
System Epsilon						

3.2 Alternatives Identification

3.3 Functional and Operational Description of Each Alternative

Section Four: Economic Analysis of Migration Alternatives

4.1 Baseline IT Costs.

Schedule 5 - Baseline IT Costs (Constant FY94 K\$)

Application	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total
System Alpha								
System Beta								
System Charlie								
System Delta								
Sysetm Epsilon								
Other Systems								
Annual Total								

4.2 Cost Comparison of Alternatives.

Schedule 6 - Comparison of Annual IT Costs

	Annual Costs (In Millions)							
	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total
Baseline Environment								
Investment								
Operations								
Total								
System Delta (Alternative 1)								
Legacy Operations								
Investment								
Operations								
Total								
System Charlie (Alternative 2)								
Legacy Operations								
Investment								
Operations								
Total								

4.3 Annual Cost Reductions.

Schedule 7 - Annual Cost Reductions and Economic Analysis Factors

	Annual Cost Comparison (Savings in Millions)								4-Year ROI (Savings to Investment Ratio)	7-Year ROI (Savings to Investment Ratio)	Payback Period (Years)
	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total Savings			
System Delta (Alternative 1)											
System Charlie (Alternative 2)											

Section Five: Proposed Migration Solution

5.1 Migration System Selection.

Schedule 8 - Migration Decision Considerations

Consideration	Target	Implementation
Single information system for each functional activity		
Standardize functional data		
Reduce Information system cost		
Use DoD standard technical architecture		
Economic analysis results		
Use Defense Information Infrastructure (DII)		

5.2 Migration Workload Data.

Schedule 9 - Migration Workload Data

Application Name	Annual Cost (Constant FY94 \$M)	Supported Population	App. Size (% of Processes Supported)	Workload Unit Information			
				Average/Day	Peak	Total/Year	Average Cost/Unit
System Delta							

5.3 Migration Applications.

Schedule 10 - Migration Applications

Application	Size (SLOC)	Program Languages	Security Level	File Structure	DBMS Vendor	DBMS Interface	Processing Type*
System Delta							

Notes:

[* Programming Languages Include: 1 - Ada; 2 - COBOL; 3 - NATURAL; 4 - Data Query; 5 - MASM; 6 - Assembly
** Processing Types Include: A - On-line Update, B - Batch Update, C - On-line Query, D - Batch Query]

5.4 Migration Technical Infrastructure.

Schedule 11 - Migration Technical Infrastructure

Application	Processor	Operating System	DASD Size (Gigabytes)	Tape Drives	Number of IPCs	Communications
System Delta						

5.5 Migration OSE Compliance.

Schedule 12 - Migration OSE Compliance

Service Area	Service	Application Standard	Currently Compliant?	Planned Compliance
Operating System				
Systems Management				
Programming				
User Interface				
Data Management				
Data Interchange				
Graphics				
Network Services				
Security				

5.6 Projected Costs for Migration Solution.

Schedule 13 - Projected Costs for Selected Migration Solution

Projected Costs (In Millions)								
	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total
Investment								
AIS								
DII								
Investment Total								
Operations								
AIS								
DII								
Operations Total								
Total Migration Costs								
CIM Investment								
Overall Total								

Section Six: Migration Plan

6.1 Migration Path and Timing

Schedule 14 - Migration Path and Timing

Application	First Op Date		Last Op Date		Migrates To
	Month	Year	Month	Year	
System Alpha					
System Beta					
System Charlie					
System Delta					
System Epsilon					
TBD (Target System)					

6.2 Proposed Migration Implementation Schedule.

Schedule 15 - Action Plan

Action	Start	Complete	Comments
Migration System			
Select System			
Develop System			
Transition to Migration System			
Consolidate Support			
Add Performance Data Capture			
Data Standardization			
Develop Functional Data Model			
Standardize Data Elements			
Implement in Migration System			
Do Cross-functional Integration			
Functional Process Improvement (FPI)			
Develop Performance Measures			
Develop FPI Plan			
Update Migration Systems			

Section Seven: Risk Assessment

7.1 Risk Assessment.

7.2 Major Risk Area Identification.

7.3 Recommendation to Reduce the Risk Level of Major Risk Areas

7.4 Contingency Plans

Section Eight: Impacts, Issues, and Concerns

8.1 Organizational Impacts

8.2 Personnel Impacts

8.3 Operational Issues and Resolutions

8.3.1 Issue Identification

8.3.2 Issue Resolution

8.4 Other Issues and Concerns





Integration Decision Paper (IDP):

Migration System
Selection
for XYZ Functional Activity

(SAMPLE)

22 February 1994
Draft Sample

EXECUTIVE SUMMARY

This Integration Decision Paper (IDP) summarizes the migration system decision to be implemented by the XYZ Functional Activity. This IDP documents the migration system selected and the projected costs to implement the selected system throughout the functional activity. This section also identifies the return on investment and payback period associated with implementing this decision. This document fulfills the requirement stated in DoD 8020.1-M to select a migration system for the affected functional activity.

It should be noted the information gathered for the Integration Decision Paper (IDP) can be reused as the information technology (IT) component of the Functional Economic Analysis (FEA) and functional process improvement (FPI) efforts required by DoD 8020.1-M. This information can also be used to support future cross-functional integration efforts as part of ongoing DoD Enterprise Integration efforts.

Migration System Selection. The management of the XYZ functional activity has selected *System Delta* as its migration system. The implementation process associated with the proposed migration system is scheduled to be completed by the end of FY 1996.

Implementation Plan. Figure ES - 1 provides an overview of the proposed migration implementation plan:

Figure ES - 1, Action Plan GANTT Chart

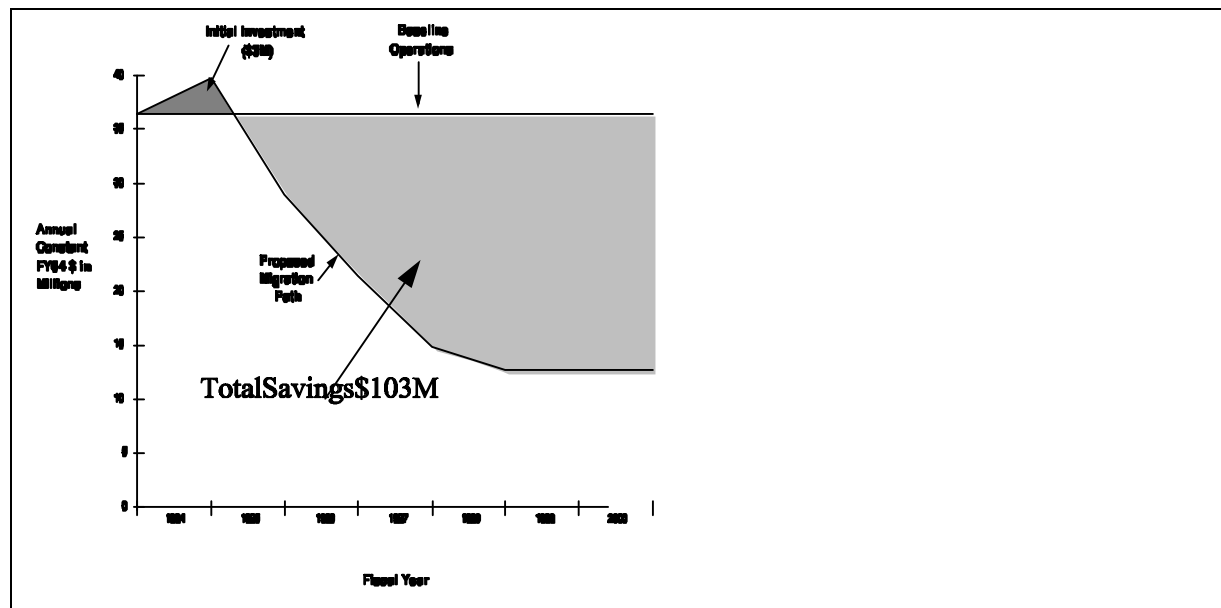
Activity	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00
Select System							
Transition to Migration System							
Consolidate Support							
Add Performance Capture Data							
Develop Functional Data Model							
Standardize Data Elements							
Implement in the Migration System							
Do Cross-Functional Integration							
Develop Performance Measures							
Develop Functional Process Improvement Plan							
Update Migration Systems							

The migration to *System Delta* will be completed by 30 September 1996. All functional data used by the system will be standardized by 30 September 1995. *System Delta* will not be brought into full compliance with the DoD standard technical architecture by fiscal year (FY) 1996. This will not occur until the implementation of the target system is completed after FY 2000. By FY 1997, the migration system will make expanded use of mega-centers, base level infrastructure, and other components of the Defense Information Infrastructure (DII). Full implementation of the DII will occur after FY 2000 with the implementation of the target system.

Economic Analysis. Figure ES - 2 provides an overview of baseline costs, investment requirements, and operational savings associated with implementing the proposed migration solution.

Figure ES - 2, Life Cycle Cost Comparison of Baseline with Proposed Migration

This figure illustrates the anticipated savings from the implementation of the proposed migration system. The annual operating costs will be reduced from a total of \$36M to \$13M by FY 1997. Implementing the proposed migration system, *System Delta*, will result in a total of \$103M in operations savings over the proposed seven years of the system's life. This translates into a



savings-to- investment ratio of 5.7 to 1 over the first four years of the life cycle and 17.2 to 1 over the full seven years of the system's life. *System Delta* has a payback period equal to one year.

Financial Impacts. The financial impact of implementing the proposed solution is:

- ☒ The proposed Action Plan (i.e., implementation plan) may be implemented within current resources.
- ☐ Implementing the proposed Action Plan will require additional resources.

SECTION ONE: MIGRATION GOALS

This Integration Decision Paper (IDP) documents the results of a migration system selection process undertaken for the XYZ functional activity within the ABC functional area. This section of the IDP summarizes the status of related planning activities for both the functional area and functional activity, the status of the performance measures and targets used in the management of ongoing operations, and both near and long term goals for the XYZ functional activity.

1.1 Strategic Plans. The status of the strategic plans for both the ABC functional area and the XYZ functional activity is indicated below:

- ☐ Strategic plans have not been developed for this functional area/activity.
- ☐ Strategic plans for this functional area were published as _____.
Functional activity strategic plans have not been completed.
- ☒ Strategic plans for this functional activity were published as "Strategic Plans for XYZ" on February 15, 1994.

1.2 Performance Measures and Targets. The status of the performance measures and targets for the XYZ functional activity are indicated below:

- ☐ Performance measures and targets have not been developed for this functional activity. The target date for developing these performance measures is: _____
- ☒ Performance measures and targets were developed and published as "Performance Measures and Targets for the XYZ Functional Activity " on February 28, 1994.

1.3 Near-Term Goals (1-3 years). The following near-term goals have guided the selection of the migration system for this functional activity:

- Migration system is fully implemented within the functional activity within three years.
- Migration system is fully converted to functional area standard data elements within three years.
- Functional Process Improvement (FPI) plan (and accompanying Functional Economic Analysis (FEA)) for the functional activity is in place; sixty percent of the FPI plan implemented within three years.
- Eighty percent of functional activity processes are fully integrated within the functional area.
- Sixty percent of the functional activity's information resources are provided by the DII.
- Forty percent of functional activity processes are cross-functionally integrated across the Defense Enterprise

1.4 Long-Term Goals (4-7 years). The following long-term goals have guided the selection of the migration system for this functional activity:

- The functional activity uses only databases shared with other functional activities within the functional area.
- All functional activity information infrastructure is fully compliant with the Technical Architecture Framework for Information Management (TAFIM).
- Ninety percent of the functional activity's information resources are provided by the DII.
- Eighty percent of functional activity processes are cross-functionally integrated across the Defense Enterprise.
- Forty percent of functional activity processes are functionally integrated with global organizations.

SECTION TWO: BASELINE ENVIRONMENT

2.1 Baseline Environment. Automated information management support for the XYZ functional activity is currently provided by five major and several smaller legacy applications. Each of the five major legacy applications support the basic data entry, activity processing, reporting and external system interface requirements of each service and agency within the functional activity.

Two of these baseline applications (*System Alpha* and *System Epsilon*) are base- (or local-) level systems. Three of these baseline applications (*Systems Beta, Charlie, and Delta*) are corporate level systems. None of the other small systems incorporated enough functionality to warrant consideration as the migration system.

2.2 Baseline Workload Data. Schedule 1 summarizes the salient cost and workload data for each of the legacy applications within this functional activity.

Schedule 1 - Baseline Workload Data

Application	Annual Cost (Constant FY94 \$M)	Supported Population	App. Size (% of Processes Supported)	Workload Unit Information			
				Average/Day	Peak	Total/Year	Average Cost/Unit
System Alpha	7.0	250,000	31%	1,000	1,100	264,000	\$26.52
System Beta	5.9	320,000	41%	1,500	1,700	396,000	\$14.90
System Charlie	8.7	430,000	91%	2,500	2,850	660,000	\$13.18
System Delta	2.0	430,000	94%	500	550	132,000	\$15.15
System Epsilon	2.4	250,000	20%	650	670	171,600	\$13.99
Other	10.0	124,000	N/A	100	105	26,400	\$378.78
Total	36.0	1,804,000	N/A	6,250	6,975	1,650,000	\$21.81

2.3 Legacy Applications. Schedule 2 summarizes the basic characteristics of each legacy application.

Schedule 2 - Legacy Applications

Application	Size (SLOC)	Program Languages*	Security Level	File Structure	DBMS Vendor	DBMS Interface	Processing Types **
System Alpha	2100K	2,5,6	U	Flat	Unisys	OS1100	ABCD
System Beta	2100K	2,6	U	Flat	Unisys	Unique	ABCD
System Charlie	2100K	2,5,6	U	Flat	Unisys	OS1100	ABCD
System Delta	1200K	1,5	U	Relational	ADABAS	ADABAS	ABCD
System Epsilon	200K	2,6	U	Flat	DATACOM	DATACOM/DB	ABCD

Notes:

* Programming Languages Include: 1 - Ada; 2 - COBOL; 3 - NATURAL; 4 - Data Query; 5 - MASM; 6 - Assembly

** Processing Types Include: A - On-line Update B - Batch Update C - On-line Query D - Batch Query

2.4 Baseline Technical Infrastructure. Schedule 3 characterizes the infrastructure used by each legacy application in this functional activity.

Schedule 3 - Baseline Technical Infrastructure

Application	Processor	Operating System	DASD Size (Gigabytes)	Tape Drives	Number of IPCs	Communications
System Alpha	S2200	SP1	.7	25	100	Proprietary
System Beta	B38,B39,B4900	SP1	.5	35	1	Proprietary
System Charlie	S1000/92	SP1	.9	45	1	Proprietary
System Delta	Amdahl 5890-300G	MVS	1.4	105	1	Open
System Epsilon	Amdahl 6390	MVS-ESA	.2	23	4	N/A

SECTION THREE: TECHNICAL ASSESSMENT OF MIGRATION ALTERNATIVES

3.1 Technical Comparison of Legacy Applications. Schedule 4 includes migration assessment scores generated by the Defense Integration Support Tools (DIST) for each legacy application. Generally, these scores represent the relative ability of each legacy application to meet this functional activity's migration requirements.

Schedule 4 - Technical Comparison of Legacy Applications

	Percent Score					Ranking
Alternative	Total	Functional	Technical	Data Handling	Programmatic	
System Alpha	35	45	62	30	28	4
System Beta	45	55	75	43	38	3
System Charlie	55	65	35	47	48	2
System Delta	88	95	78	67	68	1
System Epsilon	21	25	20	35	18	5

3.2 Alternatives Identification. Using the technical comparison scores listed above, managers from this functional activity chose *Systems Charlie* and *Delta* as potential migration systems.

3.3 Functional and Operational Description of Each Alternative. *System Charlie* is a batch driven, mainframe based system which meets a sufficient number of the functional activity's core requirements. *System Delta* is a distributed system which addresses most of the functional activity's core requirements.

SECTION FOUR: ECONOMIC ANALYSIS OF MIGRATION ALTERNATIVES

This section compares the costs of the baseline system with the costs of the proposed migration alternatives.

4.1 Baseline IT Costs. Schedule 5 summarizes the annual information technology (IT) expenditures for each legacy application. They reflect only the IT component of each element of the current Functional Economic Analysis Model (FEAM) Cost Breakdown Structure (i.e., Civilian Labor, Military Labor, Equipment, Facilities, Materiel, General and Administrative (G&A), and Other).

Schedule 5 - Baseline IT Costs (Constant FY94 K\$)

Application	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total
System Alpha	7,000	7,000	7,000	7,000	7,000	7,000	7,000	49,000
System Beta	5,900	5,900	5,900	5,900	5,900	5,900	5,900	41,300
System Charlie	8,700	8,700	8,700	8,700	8,700	8,700	8,700	60,900
System Delta	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000
System Epsilon	2,400	2,400	2,400	2,400	2,400	2,400	2,400	16,800
Other Systems	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Annual Total	36,000	36,000	36,000	36,000	36,000	36,000	36,000	252,000

4.2 Cost Comparison of Alternatives. Schedule 6 compares the annual investment and operations costs of each migration system alternative with the annual operations costs of the baseline environment.

Schedule 6 - Comparison of Annual IT Costs

	Annual Costs (In Millions)							
	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total
Baseline Environment								
Investment	0	0	0	0	0	0	0	0
Operations	36	36	36	36	36	36	36	252
Total	36	36	36	36	36	36	36	252
System Delta (Alternative 1)								
Legacy Operations	36	17	12	0	0	0	0	65
Investment	3	2	1	0	0	0	0	6
Operations	0	13	13	13	13	13	13	78
Total	39	32	26	13	13	13	13	149

System Charlie (Alternative 2)								
Legacy Operations	36	18	13	8	0	0	0	75
Investment	4	3	2	1	0	0	0	10
Operations	0	17	17	17	17	17	17	102
Total	40	38	32	26	17	17	17	187

4.3 Annual Cost Reductions. Schedule 7 shows the cost reductions achieved for each alternative by fiscal year. This table presents both the payback period for the investment in each system as well as both a four year and seven year return on investment (ROI) calculation. This calculation shows the savings to investment ratio for each alternative for each period.

Schedule 7 - Annual Cost Reductions and Economic Analysis Factors

	Annual Cost Comparison (Savings in Millions)								4-Year ROI (Savings to Investment Ratio)	7-Year ROI (Savings to Investment Ratio)	Payback Period (Years)
	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total Savings			
System Delta (Alternative 1)	<3>	4	10	23	23	23	23	103	5.7:1	17.2:1	1.0
System Charlie (Alternative 2)	<4>	<2>	4	10	19	19	19	65	1.3:1	7.1:1	2.27

SECTION FIVE: PROPOSED MIGRATION SOLUTION

This section summarizes the selected migration system and describes the selected system's proposed configuration.

5.1 Migration System Selection. The functional management of the XYZ functional activity has selected *System Delta* as the migration system. The proposed migration is scheduled to be completed by the end of FY 1996. Schedule 8 summarizes data concerning the selection and implementation of the migration system. *System Delta* was selected as the migration system because it supports all the major functional requirements identified for the XYZ functional activity, its relatively high score in the technical evaluation, and its savings-to-investment ratio.

Schedule 8 - Migration Decision Considerations

Consideration	Target	Implementation
Single information system for each functional activity	31 March 1997	Complete migration to System Delta by 30 September 1996
Standardize functional data	FY 1996	All functional data used by the system will be standardized by 30 September 1995
Reduce Information system cost	FY 1994	Annual Operations and Maintenance costs will be reduced from \$36M to \$13M by 30 September 1996
Use DoD standard technical architecture	FY 1996	System Delta will not be brought into full compliance during its life
Economic analysis results	N/A	The return on the investment is positive; the savings to investment ratio is 5.7:1 over the first four years of the systems life. The payback period is one year.
Use Defense Information Infrastructure (DII)	At Implementation	System Delta will increase its use of DII components; 100% of common user resources will not occur during the systems life

The economic rationale for the selection of *System Delta* as the migration system is as follows. Baseline operations and maintenance (O&M) requirements for this functional activity (excluding investment requirements) are approximately \$36M annually (constant FY 1994 dollars). This figure includes all software maintenance and communications charges for all systems currently supporting operations within the functional activity. The proposed migration would require a total investment of approximately \$6M over the proposed four year implementation schedule, including approximately \$3M of investment in the first year. However, substantial cost reductions would be generated by the proposed migration- a total of approximately \$103M during the period FY 1995 through FY 2000. This information is presented graphically in figure ES - 2. Failure to deploy the proposed migration system will result in higher levels of annual O&M expenditure and will result in ongoing opportunity losses from continuing baseline operations equal to approximately \$1.9M per month.

5.2 Migration Workload Data. Schedule 9 includes workload information for the proposed solution, *System Delta*.

Schedule 9 - Migration Workload Data

Application Name	Annual Cost (Constant FY94 \$M)	Supported Population	App. Size (% of Processes Supported)	Workload Unit Information
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				Average/ Day	Peak	Total/Year	Average Cost/Unit
System Delta	13*	1,804,000	94%	6,250	6,975	1,650,000	\$7.88*

Notes:

* Represents the estimated cost after *System Delta* is fully implemented.

5.3 Migration Applications. Schedule 10 includes applications information for the proposed solution, *System Delta*.

Schedule 10 - Migration Applications

Application	Size (SLOC)	Program Languages	Security Level	File Structure	DBMS Vendor	DBMS Interface	Processing Type*
System Delta	1200K	1,5	U	Relational	ADABAS	ADABAS	ABCD

Notes:

* Programming Languages Include: 1 - Ada; 2 - COBOL; 3 - NATURAL; 4 - Data Query; 5 - MASM; 6 - Assembly

** Processing Types Include: A - On-line Update B - Batch Update C - On-line Query D - Batch Query

5.4 Migration Technical Infrastructure. Schedule 11 summarizes general infrastructure characteristics for the proposed solution, *System Delta*.

Schedule 11 - Migration Technical Infrastructure

Application	Processor	Operating System	DASD Size (Gigabytes)	Tape Drives	Number of IPCs	Communications
System Delta	Amdahl 5890-300G	MVS	1.4	105	1	Open

5.5 Migration OSE Compliance. As shown in schedule 12, *System Delta* would meet selected Open Systems Environment (OSE) requirements approved in the Technical Reference Model (TRM) of DoD's TAFIM (November 1993).

Schedule 12 - Migration OSE Compliance

Service Area	Service	Application Standard	Currently Compliant?	Planned Compliance
Operating System	Kernal*	FIPS PUB 151-1 (POSIX)	No	At Target Implementation
Systems Management	System Management*	FIPS PUB 179 (Government Network Management Profile)	No	At Target Implementation
Software Engineering Services	Programming Languages Framework*	FIPS PUB 119 (Ada)	Yes	At Implementation
User Interface	Window Management*	FIPS PUB 158-1 (X Window System)	No	At Implementation
Data Management	Data Management*	FIPS PUB 127-2 (SQL)	No	At Implementation
	Data Dictionary/ Directory*	FIPS PUB 156 (IRDS)	No	At Implementation
Data Interchange	Document Exchange*	FIPS PUB 152 (SGML)	No	At Implementation
Graphics	Graphics*	FIPS PUB 120-1 (GKS)	No	N/A
Network Services	Data Communications*	FIPS PUB 146-1 (GOSIP)	No	N/A
Security	DOD Trusted Computer Systems Evaluation Criteria*	DoD 5200.28-STD	No	N/A

* For additional services within each service area, refer to the TAFIM

5.6 Projected Costs for Selected Migration Solution. Schedule 13 provides estimated annual costs for the proposed migration solution, *System Delta*.

Schedule 13 - Projected Costs for Selected Migration Solution

Projected Costs (In Millions)								
	FY94	FY95	FY96	FY97	FY98	FY99	FY00	Total
Investment								
AIS	1	1	0	0	0	0		2
DII	2	1	1	0	0	0	0	4
Investment Total	3	2	1	0	0	0	0	6
Operations								
AIS	36	20	15	3	3	3	1	81
DII	0	10	10	10	10	10	12	62
Operations Total	36	30	25	13	13	13	13	143
Total Migration Costs	39	32	26	13	13	13	13	149
CIM Investment	0	1	1	1	1	1	1	6
Overall Total	39	33	27	14	14	14	14	155

SECTION SIX: MIGRATION PLAN

This section summarizes the timing and schedule needed to initiate the migration path.

6.1 Migration Path and Timing. Schedule 14 includes the migration path and timing for the proposed migration solution, *System Delta*.

Schedule 14 - Migration Path and Timing

Application	First Op Date		Last Op Date		Migrates To
	Month	Year	Month	Year	
System Alpha	9	1991	11	1994	System Delta
System Beta	9	1991	11	1994	System Delta
System Charlie	9	1991	9	1995	System Delta
System Delta	9	1991	9	1995	System Delta
System Epsilon	9	1991	7	1996	System Delta
Other Systems	11	1994	9	1995	System Delta
TBD (Target System)	1	1998	1	2011	TBD

6.2 Proposed Migration Implementation Schedule. Schedule 15 shows the implementation schedule needed to initiate the migration solution.

Schedule 15 - Action Plan

Action	Start	Complete	Comments
Migration System			
Select System	Oct 93	Mar 94	
Develop System	Mar 94	Mar 97	Complete when system ready for distribution
Transition to Migration System	Mar 94	Mar 97	Distribute and implement
Consolidate Support	Mar 94	Mar 96	Transition to target CDA
Add Performance Data Capture	Mar 94	Mar 95	Capture performance data in migration system
Data Standardization			
Develop Functional	Mar 94	Mar 97	

Data Model			
Standardize Data Elements	Mar 94	Mar 97	
Implement in Migration System	Mar 94	Mar 97	Standard data in migration system
Do Cross-functional Integration	Mar 97	TBD	Integrate with other functions
Functional Process Improvement (FPI)			
Develop Performance Measures	Mar 94	Mar 95	Complete when approved
Develop FPI Plan	Mar 94	Mar 96	Complete when approved
Update Migration Systems	Mar 97	TBD	Migration system based on support plan

SECTION SEVEN: RISK ASSESSMENT

This section discusses project risk as it affects the deployment of the proposed migration system.

7.1 Risk Assessment. The Functional Area Program Manager (FAPM) for functional activity XYZ and the Joint Functional/Technical Team have reviewed the risks associated with the proposed migration selection. The status of the risk assessment is as follows:

 X A formal risk assessment has not been developed for this functional activity. The target date for completing this risk assessment is 30 September 1994.

 The risk assessment associated with this proposed migration was completed and published on _____.

7.2 Major Risk Area Identification. Based on the completed risk analysis, the FAPM determined that the following risk areas must be addressed. The first major risk area is that technology may not be available to allow the XYZ functional activity to extend full baseline functionality to the selected migration system, *System Delta*. The second major risk area is that sufficient resources may not be available to allow timely implementation of the proposed migration.

7.3 Recommendation to Reduce the Risk Level of Major Risk Areas. The XYZ functional activity could reduce the risk levels associated with the proposed migration through the following actions. Immediately after the migration decision is approved, XYZ's functional management should attempt to consolidate representative functions into *System Delta*. If the consolidation fails, management would then know that it needs to consider other alternatives. Further, the XYZ functional activity could reduce the risk that funds will be unavailable by identifying the cost-effectiveness of migrating functionality from other functional activities within the same functional area. If these other migration plans are not as cost-effective as the proposed migration plan (which is anticipated) then the ABC functional area's principal staff assistant (PSA) will know to reallocate budget resources from the other functional activities to this functional activity.

7.4 Contingency Plans. The management the XYZ functional activity should consider the cost-effectiveness of other alternatives if, after the migration implementation process is initiated, the unavailability of required technology acts as a restriction on timely implementation of the migration system. Further, the PSA should consider the effectiveness of reallocating budget from other functional activity accounts to this migration effort if resources are inadequate.

SECTION EIGHT: IMPACTS, ISSUES, AND CONCERNS

8.1 Organizational Impacts. The XYZ functional activity's migration path toward Corporate Information Management (CIM) objectives will keep the organization viable, since these objectives must be met by all agencies within DoD.

8.2 Personnel Impacts. Although numerous managers and operating personnel may be dislocated by the increased productivity made possible by the implementation of the migration system, the management of the XYZ functional activity does not anticipate any changes in overall personnel levels to result from the implementation of the proposed migration system.

8.3 Operational Issues and Resolutions. The following operational issues and resolutions have been identified.

8.3.1 Issue Identification. Migration implementation may impede the XYZ functional activity's operations if the transition from the baseline to *System Delta* does not proceed smoothly. For example, if planners have underestimated the time needed to migrate all baseline operations to *System Delta*, the functional activity may experience budget pressure to consolidate and discontinue baseline operations before the migration system is capable of addressing all the stated functional requirements.

8.3.2 Issue Resolution. The XYZ functional activity could use a combination of interim testing and close-watching methods to resolve the transition issue identified above. For example, the Integration Manager (IM) for this functional area could recommend to XYZ management that they perform an interim migration test to verify the smoothness of the transition. Specifically, the IM could suggest XYZ management migrate a selected set of baseline functions before it migrates all the functions supported by the migration system. If the selected set of baseline functions transition smoothly, XYZ management could sequentially migrate additional sets of functions until full baseline functionality is achieved. The IM should request the responsible PSA to seek assistance from the DoD Information Policy Council or the Corporate Functional Integration Board (CFIB) in the event interim testing has the potential to effect DoD migration plans.

8.4 Other Issues and Concerns. XYZ functional management has not identified any additional issues to be addressed as part of this IDP.